

EMERGENCY PREPAREDNESS GUIDE For GOVERNMENT AGENCIES



*Provided to agencies by the
Emergency Preparedness Council of the*
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www.minnesota.feb.gov

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For additional electronic copies of this booklet, contact the Minnesota FEB Office, (612) 713-7200 or visit our website: www.minnesota.feb.gov

EMERGENCY PREPAREDNESS GUIDANCE FOR GOVERNMENT AGENCIES

PURPOSE.

The purpose of this guide is to provide direction in creating a course of action to respond to emergency situations that may turn into disasters if the magnitude of the situation changes. This document is to provide the guidance for organizations to develop operational procedures to reduce or eliminate potential harm to employees and infrastructure from the effects of natural or man-made disasters within the work place and to limit the interruption of critical government services to the people. *This was developed through an inter-agency group in an effort to have a “guide” useful to all government agencies (regardless of mission). Ensure agency specific requirements are identified using Appendix E as a guideline.*

DEFINITIONS.

Local Agency Head (LAH). The leading official of each agency field activity or office.

Emergency Program Manager (EPM). Person(s) appointed by the local agency head to provide continuous oversight, operation, and management of the agency emergency programs, procedures and operations.

Emergency Coordinator (EC). Person(s) appointed by the Local Agency Head to assist the agency Emergency Program Manager with the implementation of emergency programs, procedures, and operations.

Emergency Command Center (ECC). Central location for all Command, Control and Communications functions within the agency.

ORGANIZATION AND RESPONSIBILITIES

Local Agency Heads. Local Agency Heads are responsible for the overall implementation, direction, and control of pre-disaster planning and operations for their facilities, equipment, records, and personnel. Specific duties and activities may include the following:

- Appointing an EPM and appropriate number of ECs to develop and implement emergency programs, procedures, and operations. In addition, ensuring a listing of these personnel, together with their areas of responsibility, is posted and distributed to all employees within the field activity/office.
- Ensuring emergency personnel receive training and that all employees have been instructed in standard emergency operating procedures and responsibilities identified in your emergency plan.
- Ensure your plan contains provisions for all persons within the facility who have special needs.
 - Titles I and III of the Americans with Disabilities Act of 1990 (ADA) require that policies and procedures of public accommodations be modified to include people with disabilities. This includes mobility impairments, the visually impaired, the hearing impaired, those with temporary impairments, those with mental impairments etc.
 - Other populations that need to be considered are visitors or customers with small children who require extra time to evacuate or employees who work outside the normal working hours.
- Designating a spokesperson who will maintain media lists for the field activity /office. (*See Appendix A. Emergency Public Information Checklist for an outline of associated responsibilities.*)
- Coordinating operations during an actual emergency to include:
 - monitoring emergency notification and warning broadcast stations when a potential emergency situation develops.
 - ordering evacuation or sheltering procedures.
 - activating the ECC.
 - directing and accounting for personnel.
 - coordinating resources.
 - notifying and coordinating with emergency response organizations (e.g., federal security, fire, emergency medical services, police, etc.).
 - implementing post emergency recovery.

Emergency Program Managers (EPMs). EPMs are responsible to LAH's for continuous oversight, operation, and management of your plan. EPMs also serve as the LAH's principal advisor(s) in all matters and phases of the emergency management process. Duties include:

- Administering EC training and employee emergency procedures orientation.
- Advising the LAH of the status of the agency's emergency program to include:
 - Recommendations on changes, improvements, exercises, training, communications and facilities enhancement
 - EC personnel administration.
- Conducting periodic review of emergency procedures and contact information.
- Ensuring that shelter and evacuation diagrams are posted at all emergency exits and shelter locations.
- Administering operations of the ECC during emergency situations.
- Performing other duties/responsibilities as identified or directed by the LAH.

Emergency Coordinators (ECs). ECs will generally be assigned responsibility over a particular division, office, group of personnel, or specified office area. Specific responsibilities include, but are not limited to:

- Providing emergency procedure orientation to all personnel.
- Providing emergency procedure orientation to all personnel. (*See additional information in Appendix B; Emergency Assistance Directory.*)
- Ensuring the orderly movement of personnel to designated shelters or evacuation assembly areas.
- Assisting visitors, handicapped and other personnel requiring special help (hearing, mobility, sight, children and elderly).
- Accounting for personnel and reporting their status to the ECC, designated EPM, or supervisor during emergency operations.
- Conducting damage assessments of area of responsibility and submitting a report to the EPM as soon as possible, (*see Appendix C, Damage Assessment Checklist*).
- Performing other such duties as may be directed by the LAH or EPM.

THREATS AND VULNERABILITIES

Introduction. There are limits to the accuracy of predictive analysis. Still, threat assessments and vulnerability surveys are useful tools. They force us to think in an organized way about the external environment and our own weaknesses. By extension, we then have an opportunity to mitigate our threats and vulnerabilities.

Critical Agency Functions. A good place to begin your assessment is the identification of your critical functions and the processes and physical assets that support them. In the context of the private sector, one would speak in terms of an organization's "competitive advantage."

One way to identify critical functions is to answer the following questions:

What must we do, every day, to fulfill our agency mission ?

What activities define us as an agency ?

Most government agencies engage in a wide variety of activities and provide a multiplicity of services. Still, there are core critical functions upon which all other activities are based. Of course there are many subordinate activities that support this mission, and these should also be considered a part of the core process.

Impact and Probability. Impact and probability are determined by information received from within the agency and law enforcement agencies. Not all threats are equal, and not all events are of equal importance. It is important to classify potential threats into groups measuring impact and probability. By doing so, we ensure that time and resources are more affectively spent.

High Impact/ High Probability
(HI/HP)

High Impact/Low Probability
(HI/LP)

Low Impact/ High Probability
(LI/HP)

Low Impact/Low Probability
(LI/LP)

Classifying threats into the groups noted above is one way to measure significance. We should dedicate most of our time and energy to countering the HI/HP and HI/LP events.

Countermeasures. Utilize vulnerability assessments to develop countermeasures consistent with actions you develop in support of this guide for all threats. These are actions taken in an effort to reduce the overall risk to your people, property and infrastructure and should be implemented without delay to allow for continued operations.

EMERGENCY/DISASTER OPERATIONAL PHASES AND GENERAL RESPONSE PROCEDURES

Preparedness/Mitigation. The primary goals of the preparedness / mitigation phase are: formulation, testing and revision of plans and procedures and education and training of personnel responsible for implementation and oversight of the program. Specific elements, which will be accomplished during this phase, include:

- Appointing an EPM for overall program development and management to ensure the smooth and coordinated execution of emergency procedures.
- Accomplishing a threat and vulnerability assessment with assistance from law enforcement if needed.
- Posting evacuation routes, designated shelters, alarm pull and fire extinguisher locations at prominent areas throughout the building and work place.
- Updating, distributing and posting key emergency personnel names and telephone numbers, pagers and cell phone numbers.
- Distributing the agency plan to all employees.
- Establishing systems (e.g., telephone, intercom, public address, messengers, etc.) and procedures for providing warning, emergency notification and instructions to all employees and visitors. Equipment and procedures should be tested frequently. A backup method, such as emergency power backup system and/or messengers, should be in place in the event a power failure renders electronic communications unreliable.
- Establishing coordinating procedures in buildings or complexes, which house more than one government agency or which share facilities with commercial businesses. This will eliminate or minimize conflicts, which could occur in the use of established evacuation routes, internal facility sheltering areas, or designated areas.

- Designating personnel and developing procedures designed to assist employees or visitors requiring special help due to disability or other limiting condition.
- Establishing internal and external (primary and secondary) locations where the designated staff can establish a temporary ECC to oversee and manage the operation. Secondary locations should be a sufficient distance away from your facility so as not to be impacted by the same event.
- Designating personnel responsible for removal and transportation of critical materials (e.g., first aid kits, cellular telephones, and important records, etc.), which may be required to support disaster recovery operations.
- Reviewing, updating and posting changes to emergency procedures, personnel rosters, evacuation and shelter plans, communications and alert notification plans and personnel training programs.
- Establish an employee photo identification system.
- EPM/EC should wear an identifier (vest, jacket or badge).
- Identifying alternate locations and equipment for operations. As a part of emergency preparation planning, LAH's should identify acceptable alternate locations where operations can be restored. Alternate locations should be a sufficient distance away from your facility so as not to be impacted by the same event.

Address	Name of Agency (if a co-location situation)
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Name of contact at alternate site	Telephone Number
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In the event current offices or facilities cannot be immediately reoccupied (and no alternate location has been identified for federal agencies, or the location is no longer available), the EPM or LAH can contact the Federal Executive Board (FEB) to coordinate temporary relocation to alternate facilities until permanent facilities are restored.

Warning. The warning phase is characterized by those actions taken upon receipt of an internal or external warning of a potential or impending emergency, as directed by the LAH or designee. This phase includes:

- Notifying ECs to initiate the appropriate response procedures for the specified emergency (e.g., alert employees and visitors of the emergency actions to be taken).
- Activating the temporary ECC to oversee operations;
- Monitoring emergency communications and response agencies (e.g., radio and television broadcasts, police and fire announcements, and established emergency communications).
- Controlling access into and out of the facility.
- Keeping employees and visitors updated on the status of the emergency and the measures being taken to ensure their safety.

Response. This phase includes those actions taken as the emergency is actually occurring. These actions will be directed by the LAH, coordinated by EPMs, and implemented by ECs. Activate the ECC if not already accomplished. *Actions necessary to ensure coordination of emergency functions include:*

- **Personnel Accountability:** In any emergency situation, a key factor in limiting potential injuries is the management and accountability of all personnel in the affected area. Accountability of employees and visitors in facilities at the time of an emergency will be the responsibility of ECs. Employees are responsible for reporting to their assigned EC and assisting as requested in the movement of visitors or other personnel within the area who may require special assistance or aid (e.g. persons with disabilities). Visitors will be expected to follow the directions of area ECs until the emergency has passed.
- **Evacuation or Sheltering:** Response to an emergency will normally take the form of either evacuating the facility to predetermined safe areas or sheltering within the facility. The action to be taken is based on the time available and the nature of the emergency. *(For example, should a fire occur in the facility, the normal procedure would be to immediately evacuate the*

facility. However, in the case of a tornado, the decision would be to shelter within the facility.)

- Medical care and evacuation of injured.
- Communications with appropriate authorities.
- Coordination and communication with emergency services (e.g., police, fire/rescue, American Red Cross, emergency medical services and other support agencies or volunteer organizations);
- Coordination with other agencies or tenants that may be housed in the facility.
- Control of access to shelter or evacuation areas.

Post Emergency/Recovery. The post emergency/recovery phase is characterized by those actions taken by LAH's to restore normal operations and reestablish public services. Actions to be taken include:

- Notifying the agency headquarters of the emergency situation, actions in progress, and resources needed.
- Coordinating who will provide information to the media concerning suspension or relocation of public services. This ensures the public and employees are kept informed of important changes.
- Coordinating facilities and personnel support as required. (*See Appendix B, Emergency Assistance Directory, for important offices and telephone numbers.*)
- Updating the FEB with current contact information to maintain interagency communications.
- Providing post-crisis counseling for employees as needed.
- Convening a meeting of key personnel in order to conduct an after-action analysis of emergency procedures and amend procedures as required, based on lessons learned. A copy of the analysis and recommendations should be forwarded to the FEB office.

EMERGENCY-SPECIFIC RESPONSE PROCEDURES

Natural Disasters. Severe weather (e.g. tornadoes, hurricanes, floods, snow and ice storms), volcanic eruptions and earthquakes are all considered natural disasters.

General. *Shelter in Designated Areas.* In most cases, sheltering in designated areas within the facility will provide the greatest protection for personnel.

Exceptions:

Shelter in Place. If warning time does not permit moving to the designated shelter areas, personnel should take cover away from windows under and or behind heavy furniture or other interior structures that will provide protection from potential airborne projectiles and debris created by the disaster.

Floods. Usually sufficient warning of a flood hazard is provided to allow evacuation to safety. If there is insufficient time to conduct a safe evacuation, individuals should seek safety in the upper levels of the facility and wait for emergency personnel.

Warnings. *Under no circumstances should evacuation be considered if personnel would be required to move through or become overtaken by the occurring or impending hazardous event.*

Fire. Structural.

General. *Evacuation.* For structural fires evacuate the facility using evacuation routes and report to pre-designated assembly locations.

Exceptions. *Shelter in Place.* If people in multi-story

facilities with no outside fire escapes are trapped on floors above the fire and all evacuation routes inside the building are blocked by the fire, they should:

- Seek safe areas as far removed from the fire as possible.
- Close the outside doors.
- Block the base of the doors and air vents with wet cloths or other materials to prevent the shelter site from becoming inundated with smoke.
- Trapped personnel should use all means available (telephone, voice, and visible signals) to communicate to fire and rescue officials their location and need for assistance. If the shelter location has an outside window, personnel should place a visible signal in the window to alert rescue crews.

Warnings. *Do not use elevators! Check all doors for heat prior to leaving or entering a new area. If forced to pass through a smoke filled area, keep low and move quickly.*

Hazardous Materials. Hazardous materials (HazMat) are any chemical spill, chemical or biological agent release, combustion, or radiological isotopes that produce a harmful/lethal vapor or contact hazard.

General. *Evacuation.* In the event of a hazardous material incident within a facility, personnel should be immediately evacuated from the affected area and any other areas that could become contaminated by the spill or toxic vapors. Normal evacuation routes and procedures will be utilized when vacating the building. *Designated areas and evacuation routes may require adjustment to ensure personnel are NOT moved into positions downwind or in the path of a vapor hazard.*

Exceptions. *Shelter in Place.* If a spill outside the facility creates a toxic cloud which envelops the building, immediate action should be taken. Close all windows and doors opening to the outside and turn off air conditioning or other ventilation systems.

Warnings. *Do not attempt to evacuate a facility unless sufficient time is available to move completely outside the affected area or unless directed by emergency management personnel.*

Terrorism. The most likely type of terrorist threat facing government personnel is bombings. Intentional chemical, biological or radiological releases are also a possible tactic. Armed physical assault, though not necessarily terrorist inspired, may also be directed against government employees in the work place.

Bomb Threat. *Evacuation.* Upon receipt of a bomb threat personnel should be evacuated from the facility by the most expedient means available (*see Appendix D, Telephone Receipt of a Threat*). Normal evacuation procedures should be followed. Designated areas must be of sufficient distance from the building to protect people from the effects of an explosion. Immediately notify Federal Protective Services (if in federal facilities), law enforcement, and FBI.

Warning. *Under no circumstance should untrained personnel attempt to move or disarm a suspected bomb. Note the location of the suspect device and report it to your EC or supervisor. All communications devices should be immediately shut off (I.E. Pagers, Cell Phones, Two-Way Radio Systems and Commercial Television/Radio Systems) within a distance of 300 ft. of any potential explosive device.*

Intentional Chemical, Biological or Radiological Release. Chemical, Biological and Radiological threats vary greatly from one agent to the next. However, the response procedures will remain very similar to a Hazardous Materials event. (*See appendix F for immediate response actions for*

Chemical, Biological or Radiological releases).

Workplace Violence. If faced with armed terrorists or protagonists, personnel should attempt to evacuate the facility by any route that does not expose them to the threat. After reaching a position of safety outside the building, report to local law enforcement or supervisory personnel. If evacuation is impossible, personnel should attempt to hide and secure their work areas by locking or barricading doors to separate themselves from the threat.

Warning. Be aware that any attempt to subdue an armed protagonist could result in increased danger or injury to other personnel.

Earthquake. Any seismic activity of sufficient intensity to cause injury or damage to structures.

General. If inside a facility, remain within the facility. Take shelter under tables, desks, doorways or other areas providing reinforced overhead support. Move away from overhead lighting, bookcases, shelving or other furnishings, which may become unstable and create a fall hazard. Following the quake, an assessment needs to be conducted regarding the structural safety of the building. Should immediate hazards from building collapse or collateral damage such as electrical, natural gas, or fire exist, ***evacuate the structure.*** If outside a facility at the time of the quake, do not seek to reenter the building. Move to open areas away from structures, which might fall, or collapse in the quake.

Warnings. Be prepared for after shocks. Major earthquakes are normally followed by after shocks, which can further weaken structures and increase the potential of collateral damage.

Cyber-security.

The word “cyber-terrorism” refers to two elements: cyberspace (virtual world) and terrorism. “Cyber-terrorism is the premeditated, politically motivated attack against information, computer systems, computer programs, and data which result in violence against noncombatant targets by sub national groups or clandestine agents.”

Types of Attacks. The type of attacks that are normally included in Cyber-terrorism are computer viruses, worms, Trojan horses, hoaxes, web defacements, domain redirection (DNS hacks), computer network penetration to access information, denial and disruption of service, and general sabotage of information and services. As reporting agencies have shown, these types of attacks are on the rise.

Vulnerability assessment questions

- Should any of my critical data be encrypted?
- What type of connections to other networks do I have?
- Does a firewall or some other type of access control protect these, and who provides these services?
- Are these services being reviewed and monitored regularly?
- What assistance if any can I obtain from my local network provider?
- Do I have Web services that I am responsible for?
- What security measures have been taken to protect the web sites from defacement or information theft?

Subsequent actions.

- Develop well-defined security policies and keep updated.
- Develop recovery plans for system attacks or failure, keep plans updated and determine the impact this will have on my organization.
- Maintain comprehensive backups of critical data.

Keys to cyber-security protection.

- All accounts should have passwords that are unusual, difficult to guess and consist of a combination of letters, numbers, and special characters.
- Change passwords periodically.
- Immediately revoke all levels of computer access for departing employees Change network configuration when defects become known.
- Stay current with software upgrades and patches and apply security patches when identified.
- Install anti-virus software on computers and keep virus definitions up to date.
- Continuously audit systems and check logs to help in detecting and tracing intruders.
- If you are unsure about the safety of a site, or receive suspicious email from an unknown address, don't access it.

APPENDIX A

EMERGENCY PUBLIC INFORMATION CHECKLIST

Establish procedures for release of information to the media.

Develop and maintain media call lists for radio, TV and newspapers. Lists should include newsroom telephone numbers and after hours points of contact.

Establish verification procedures for media announcements of emergency closures or changes in agency operations.

Publish closure and special notice procedures for distribution to all employees.

Establish operating procedures and a location for joint information and media centers. The facility should be close to telephones, provide adequate working space for agency public information personnel and media representatives.

Establish a policy for dealing with the media to include:

Media updates;

News conferences;

Pool coverage for shared video and photo opportunities.

Monitor TV, radio and print media for errors and correct discrepancies as soon as possible.

Contact the Minnesota Federal Executive Board (612) 713-7200.

Review news coverage during and following an event and advise the agency head and EM(s) on future needs and improvements to the information.

APPENDIX B

EMERGENCY ASSISTANCE DIRECTORY

GENERAL. This directory is designed to provide a means to quickly contact key personnel, agencies and resources in times of emergency.

AGENCY RESPONSIBILITY. Agency EPM's are responsible for supplying and updating community-specific data needed to complete the directory for each particular facility operated by the agency. As a minimum, the directory will include the following information:

CATEGORY OF SERVICE	TELEPHONE	ORGANIZATION
---------------------	-----------	--------------

Law Enforcement

_____	Police Department
_____	Sheriff's Department
_____	FBI
_____	Federal Protective Service (If in Federal Facility)

Fire/Rescue

_____	Local Fire Department
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Health/Medical

_____	Local EMS/Ambulance Service
_____	Hospital Emergency Rooms
_____	Crisis Intervention/Counseling

Emergency Warning/Alert

_____	National Weather Service
_____	Highway Patrol (Local Troop)

Agency

_____	Facilities
_____	Human Resources
_____	Agency Emergency Manager(s)

Utilities

_____	Gas Company
_____	Electric Company
_____	Telephone Company
_____	Water & Sanitation

Service Organizations

_____	American Red Cross
_____	Salvation Army

Miscellaneous

_____	_____
_____	_____
_____	_____

APPENDIX C

DAMAGE ASSESSMENT CHECKLIST

GENERAL. At the conclusion of an emergency situation, ECs will conduct a visual damage assessment of their assigned areas of responsibility, if deemed safe to do so, for submission to the LAH. *(This damage assessment is not intended to replace required engineering, technical or detailed assessments.)* The purpose of the assessment is to provide the LAH with a timely visual estimate of the damage done to facilities and equipment so normal operations may be restored as quickly as possible.

Safety:

Structural Integrity. Check walls, ceilings, windows, floors, any supporting structures, and all overhead fixtures for cracks, breaks, or other signs of weakness.

Utilities. Check all electric, gas and water fixtures/outlets for breakage or leaks.

Hazardous Materials. If any potentially hazardous materials/chemicals are stored or maintained in the work place, ensure that no spills have occurred and that the integrity of storage containers remains intact.

Operational:

Furnishings. Check for damage to organizational furniture (e.g., desks, chairs, tables, file cabinets, bookcases, etc.)
Office Equipment: Check computers, typewriters, copy machines, printers, and other equipment required for normal operations.

Communications. Check telephones, two-way radio

systems, fax machines, and intercoms.

Office Supplies. Check availability/serviceability of expendable office materials (e.g., paper, pens, computer diskettes, ink/toner for copy machines and printers, and other materials as may be required).

Records. Check to see if important records, reference materials, and databases are present and serviceable.

Miscellaneous. Check for damage or destruction of any other equipment or items that were present in the work area prior to the disaster but are not essential to restoration of office functions or services.

APPENDIX D

CHECKLIST FOR RECEIPT OF TELEPHONE BOMB OR TERRORIST THREAT

GENERAL. One of the characteristics of terrorists is the general need to publicize their actions. At times this may include telephone or written warning of a bomb or other type of attack. These warnings normally occur only a short time before the event is scheduled to take place. *Any employee who answers a phone should place a copy of a Threat Checklist under each telephone within the agency for immediate use. If an agency checklist is not available the following is an example that may be used.*

TELEPHONE THREAT CHECKLIST:

Immediate Actions:

- Inform (*without alerting the caller*) a supervisor or other employee of the call and have them notify law enforcement.
- Remain calm and speak slowly and distinctly.
- Do not hang up the receiver or place the caller on hold.
- Write down the caller's exact words.

Questions to Ask the Caller:

- Who is calling?
- When is the bomb scheduled to explode?
- What type of bomb is it?
- How will the bomb go off?
- Where is the bomb located and what does it look like?
- Why is this threat/action being taken?

Impressions of Caller: (Check appropriate response)

<input type="checkbox"/> Adult	<input type="checkbox"/> Child
<input type="checkbox"/> Male	<input type="checkbox"/> Female
<input type="checkbox"/> Calm	<input type="checkbox"/> Nervous

Accent (Type): _____

<input type="checkbox"/> Stutter	<input type="checkbox"/> Lisp
<input type="checkbox"/> Nasal	<input type="checkbox"/> Clear
<input type="checkbox"/> Intoxicated	<input type="checkbox"/> Well Spoken
<input type="checkbox"/> Vulgar	<input type="checkbox"/> Coarse
<input type="checkbox"/> Loud	<input type="checkbox"/> Soft
<input type="checkbox"/> Slow	<input type="checkbox"/> Fast
<input type="checkbox"/> Disguised	<input type="checkbox"/> Normal

Background Noises: _____

Text of Conversation: _____

APPENDIX E

UNIQUE REQUIREMENTS TO BE CONSIDERED IN
PREPAREDNESS PLAN FOR: _____

AGENCY

Personnel: _____

Alternate Reporting Location(s): _____

Equipment: _____

Records: _____

Other pertinent information: _____

APPENDIX F
CHEMICAL, BIOLOGICAL, AND RADIOLOGICAL
THREAT RESPONSE PROCEDURES

Release inside the facility.

___ Notify local law enforcement, utilizing local emergency numbers such as 911, and appropriate agency personnel.

___ Immediately alert others in immediate area.

___ Secure and evacuate the area: close doors, shut off air handling equipment, put up warning signs if available. Do not disturb the area.

___ Contain employees and visitors at pre-determined assembly location and restrict access to the building to limit exposure.

___ Develop roster of individuals that may have been exposed to the hazard.

___ Follow instructions of emergency responders as to decontamination requirements.

Note: Evacuation should be upwind of affected facility.

Release Outside the Facility.

___ Notify local law enforcement, utilizing local emergency numbers such as 911, and appropriate agency personnel.

___ Shut off all air handling equipment to limit outside air penetration.

___ Shelter all personnel and visitors in a pre-designated location. Location should afford the maximum number of barriers to the outside environment. An area without external ventilation would be optimal.

___ Require all employees and visitors to remain in the facility until released by the appropriate authorities.

___ Follow instructions of emergency responders regarding any decontamination requirements.

APPENDIX G REFERENCES

Terrorism and Security Collection

Recent publications from the National Academies about the science and policy issues surrounding terrorism and security.

<http://www.nap.edu/terror>

This web site is intended for emergency personnel and for building operators. It contains current advice for dealing with a biological or chemical release in a building. It will be updated as advice changes.

<http://securebuildings.lbl.gov/secure.html>

Heritage Mission Statement

Founded in 1973, The Heritage Foundation is a research and educational institute - a think tank - whose mission is to formulate and promote conservative public policies based on the principles of free enterprise, limited government, individual freedom, traditional American values, and a strong national defense.

<http://www.heritage.org>

EPA Chemical Emergency Preparedness and Prevention Office

To protect human health and the environment CEPPPO develops, implements, and coordinates regulatory and non-regulatory programs.

<http://www.epa.gov/swercepp/>

Emergency planning for business, industry or governments.

www.fema.gov

Info on terrorism and suspect info: www.fbi.gov

National Institutes of Standards and Technology...working with industry to develop and apply technology, measurements and standards: <http://www.nist.gov>

Disaster Preparedness and Emergency Response Association, International (DERA), founded in 1962 to assist communities worldwide in disaster preparedness, response and recovery, and to serve as a professional association linking professionals, volunteers, and organizations active in all phases of emergency management.

<http://www.disasters.org/deralink.html>

Preparedness, Training, & Exercises

<http://www.fema.gov/pte/prep.htm>

Public Health Assessment of Potential Biological Terrorism

Agents, Emerging Infectious Diseases, Vol. 8, No. 2, Feb 2002

<http://www.cdc.gov/ncidod/EID/vol8no2/01-0164.htm>

Public Health Emergency Preparedness and Response

<http://www.bt.cdc.gov>

US Army Medical Research Institute for Infectious Diseases

<http://www.usamriid.army.mil/education/bluebook.html>

John Hopkins Center for Civilian Bio-defense

<http://www.hopkins-biodefense.org>

Federal Emergency Management Agency (FEMA)

<http://www.fema.gov/library/terrorf.htm>

Protecting Buildings and Their Occupants from Airborne Hazards

http://buildingprotection.sbccom.army.mil/basic/airborne_hazards_report_download.htm

Information on securing businesses from NBC dispersion or potential attack: http://www.cdc.gov_

American Society for Industrial Security
<http://www.asisonline.org/monthly/monthlyquicklinks2.html>

Making the Nation Safer: The Role of Science and Technology in Countering Terrorism
<http://www.nap.edu/books/0309084814/html/index.html>

Biological Threats and Terrorism: Assessing the Science and Response Capabilities: Workshop Summary
<http://www.nap.edu/books/0309082536/html/index.html>

Cybersecurity Today and Tomorrow: Pay Now or Pay Later
<http://www.nap.edu/books/0309083125/html/index.html>

Black and Smokeless Powders: Technologies for Finding Bombs and the Bomb Makers
<http://www.nap.edu/books/0309062462/html/index.html>

Computing and Communications in the Extreme: Research for Crisis Management and Other Applications
<http://www.nap.edu/books/0309055407/html/index.html>

GAO Report to Congressional Committees on BioTerrorism
GAO-01-915

Handbook *Bombs – Protecting People and Property* (4th edition), published by the Home Office in 1994. The text has been fully revised: it incorporates the best and most up-to-date advice from experts in Government and the Police Service.

Bombs – Protecting People and Property has been written specifically with managers in mind. The advice that it contains is relevant to all businesses and organizations large or small and to local government. (Available in pdf format by contacting the Minnesota FEB Office (612) 713-7200.)